

# TIG *Brief*

THE INSPECTOR GENERAL OF THE AIR FORCE

MARCH - APRIL 2000

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## Cover

An F-16C/J Falcon breaks away from a KC-153R Stratotanker after refueling over Kosovo in 1999. The Falcon is armed with AIM-120C and antiradiation missiles.

## The Inspector General Brief

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# Top 10 Tips

## for leadership and command

### *Important points to ponder for commanders at all levels*



Leadership and command ... everyone has a view of what it entails. I'm no exception.

As a numbered air force commander, I used to meet with my commanders before they took command and would share with them some philosophy I had learned during my career. These were my top 10 tips:

**1. Be in charge — lead!** You're responsible for focusing your people and molding them into an effective team to achieve the best possible output. Since the squadron "chemistry" constantly changes, that's a challenge. Organizations don't run on autopilot ... they need effective leadership and direction. Remember, you're no longer "one of the gang" — you're part of the infamous "they."

**2. Stress teamwork.** Your people will accomplish far more as a team than they will working as individuals. Everyone in the unit has a piece of the action and needs to know they make a difference. Pay attention to the "seams" between various functions. Don't underestimate the importance of relationships between all parts of the team. If you are one of those people who think everyone off the flightline is a "shoe clerk," you have the wrong sight picture.

**3. Be a teacher.** Our best leaders

teach the less-experienced all they can as early as they can. Why? So they can invent new wheels, not reinvent old ones. You should want them to be better than you were at the same point, and sooner. That's how our organizations continue to get better and better.

**4. Integrity.** Real simple — tell it like it is. If you try to "fake out" yourself, your people or others, you'll never know where you stand and you'll lose. Don't compromise on integrity — it's a pass/fail item.

**5. Discipline.** Live by the rules and make sure others do, too. It's the small insidious breeches that will bite you if you don't pay attention. If you see something that's not right or appears to pay "lip service" to what we preach, SAY SOMETHING. Don't be a passenger — you're the pilot in command!

**6. Know what it means to be accountable.** You are entrusted with an organization — a group of people assigned to accomplish a mission. If things are going well, fine-tuning will inevitably make the team better. If something is off track, set the wheels in motion to fix it. In either case, don't be surprised when the higher ups come to you for answers. Stand tall. Don't get into a defensive crouch.

**7. Keep your finger on the pulse of the outfit.** Know how it ticks and you'll know how it's doing.

Command requires attention to detail and lots of follow-up — and, by the way, communication, communication, communication — up, down and across.

**8. If you have a spouse, keep in mind we didn't hire him or her.**

If they choose to support or help, that's great, but don't get the notion there's some magic formula or mandatory list of do's and don'ts. The commander is responsible for the health of the unit — on the job and off, when it affects the job. Any support the commander receives from members of the squadron, their spouses or others is great. They can pick from the "menu" — you fill in the gaps as required.

9. The only secret to success is **hard work, common sense** and a brand of **leadership** that stimulates the same from the troops.

10. Finally, if you think any of the above is just more rhetoric, you're the wrong person for the job. You need to **believe and make it reality.**

Well, there you have it. These points apply to command at all levels. We need our commanders focused on the right sight picture and to have every chance for success. These tips may help.

*Nicholas B. Kehoe*  
NICHOLAS B. KEHOE  
Lieutenant General, USAF  
The Inspector General

# Organizational Values:

## *Walk the walk*



I'm still fairly new on the job and thought I would take this opportunity to introduce myself by way of talking a little philosophy – leadership philosophy and communicating organizational values.

One of the first elements of leadership every commander and supervisor must learn is to “walk the walk” — not just “talk the talk.” We are all very good at explaining what our organizational values are in speeches, commanders’ calls and many other forums. However, our actions do not always match our words.

The responsibility of communicating organizational values goes beyond verbal expression. All too often we point out what we expect from our troops but don’t live by our own words — we don’t set the example. Remember, leadership starts at the top and trickles down through the ranks. It is key for you, commanders and supervisors, to keep in mind that everything you do, no matter what it is, is watched closely by the troops. Very often your troops’ behavior will be modeled after your own.

Commanders/supervisors who act upon their own words are perceived as credible leaders. In leadership, credibility is absolutely essential. Every interaction you have with the people who work for you and the people you work for is

a moment of truth; your actions in those moments of truth will define your credibility. If you are guilty of criticizing and undermining your boss, you have no right to expect better from your troops. One of our core values, integrity, is at the heart of this issue.

There are many different styles of leadership and communication. But, to help determine if you’re on the right path, ask yourself these questions:

- How do you spend your time? If you talk about how important people are but spend all your time on non-people related issues, the message that comes through is all too clear.
- How do you react to crises? If you worry more about establishing blame and punishing the guilty rather than fixing the problem, can you really expect the troops to believe people are your number one priority?
- What behaviors do you reward? Does everyone get a walk-on-water performance report regardless of actual performance? Do you submit people for medals and promotions based on whose turn it

is? Or do the best people get promoted and recognized?

- What behaviors do you penalize? Do you tolerate substandard performance? Do

you look the other way when people fail to meet the weight and fitness and appearance standards? Or do you possess the

courage required (intestinal fortitude) to look them in the eye and tell them they are not meeting the standards?

- What example do you set with regard to appearance, fitness and bearing? When you look in the mirror do you see the reflection of an Air Force professional? Look at yourself critically and ensure you meet, or as a leader, exceed the standard.

Keep asking yourself the questions listed above. If you honestly evaluate your responses to these questions, make changes where needed, and walk your talk, you’ll find yourself an increasingly effective leader by virtue of the organizational values you’ve fostered.

*Robert Winner*  
Maj. Gen. Robert Winner  
The Deputy Inspector General

*Success rests not only  
on commitment,  
but integrity, loyalty  
and pride.*

— Coach Vince Lombardi



# Ask the IG

## ORIs and AEF cycles

**Q:** *How will operational readiness inspections be impacted when squadrons in my wing are all on different Aerospace Expeditionary Force cycles?*

**A:** Good question. Generally, ORIs will be timed to assess wing readiness when the wing is due for an inspection and its on-station presence will allow the most representative tasking of assigned units. Normally, units within the wing that are in their spin-up, deployment/on-call or recovery cycles will not be tasked to participate in the inspection.

In some commands, you will see ORI events inspected in conjunction with exercise or real-world contingency taskings, ORI credit given based on metrics or sampling techniques, or inspections deferred based on effective deployment performance.

## As they say, 'It's the law!'

**Q:** *Why are we inspected for things like the Voter*

*Assistance Program and Transition Assistance that don't seem to have anything to do with readiness? Why are they mandatory inspection items?*

**A:** These things are inspected because, to quote the well-known safety ad, "It's the law!" There are currently 10 mandatory compliance inspection items in Air Force Instruction 90-201, *Inspector General Activities*. These are generally mandated by a specific law or directive requiring service oversight, mostly through IG validation.

AFI 90-201 includes reference to the source document for each requirement. While these items may not be directly related to day-to-day readiness, they do relate to important rights, duties and privileges, and our senior officials have asked all of us to keep an eye on them.

## The invisible inspector

**Q:** *My shop prepared for months for an inspection, so how come we never saw an inspector?*

**A:** The world has changed from the days when hundreds of

inspectors swarmed onto the base to check every file. Today, inspectors use tools like statistical sampling and validation of routine training reports to reduce intrusiveness and increase the clarity of inspections.

This means that, in most cases, fewer people are pulled away from their jobs for shorter amounts of time, less frequently, to strut their stuff for the IG. The tradeoff is that more people never see an inspector.

For most members, less disruption is a big plus, but organizations that typically use preparation for the IG as their motivation to get things in order may need to find a new motivator.

Less-frequent direct grilling by the IG should not be seen as a green light to drop all jobs that aren't current front-burner issues. The IG will still come and can still look at just about anything.

The best approach is to prepare as if the IG was coming to see you personally, and then if no one shows, look around to see which of your buddies is under the gun, and what you can do to help. In some cases one person really can detract from inspection results, but it takes a team effort to make one really successful. ♦

# New ACC inspection system focuses on



**Brig. Gen. Bentley B. Rayburn**

*Editor's note: General Rayburn was the Air Combat Command Inspector General at the time this article was prepared. He has since been reassigned as ACC Director of Plans and Programs. The new ACC/IG is Brig. Gen. Ronald F. Sams.*

Air Combat Command officials have approved significant changes to the inspection program in an effort to make the inspection system compatible with the current pace of operations, meet the scheduling demands of the Expeditionary Aerospace Force and foster a combat focus during the inspections.

These changes are designed to reduce the operational impact inspections can have on individual units, center attention on combat capability and increase the flexibility within the inspection program. The ACC Inspector General currently conducts three basic types of inspections: operational readiness inspections, unit compliance inspections and nuclear surety inspections. These basic types will remain, but how they're accomplished has changed.

The most significant changes will take place in the ORIs, where the IG will no longer use the traditional five-

tier grading system. For wings and groups, the overall grade will be either "combat ready" or "not combat ready." For squadron-size units and for all subordinate rated areas, the grades will be either "combat ready," "combat ready with comments" or "not combat ready." This approach is being taken to focus a unit's efforts on the basics of mission accomplishment and to reduce the pressure to do extra, non-mission related activities in order to justify higher grades.

In an effort to try to reduce the overall operations tempo of some units, the IG team will look for opportunities to inspect units in conjunction with previously planned events. A good example is the phase I (initial response) ORI. The IG team will monitor units as they pack up and deploy on real-world AEF or training deployments, giving ORI credit for successful completion.

The IG team may also watch units during previously scheduled local operational readiness exercises and give phase II ORI credit.

Recently, the IG conducted an ACC bomb wing nuclear ORI in conjunction



with an annual U.S. Strategic Command joint exercise, successfully reducing the OPTEMPO of the affected unit by one major exercise or inspection for the year. There are even plans to continue doing phase II inspections for some types of units at the deployed location when it makes sense to do so.

The unit compliance inspection is a relatively new type of inspection that focuses on seeing if people are doing their jobs safely and in accordance with applicable public laws, Department of Defense guidance and Air Force directives.

The Compliance and Standardization Requirements Lists produced by the Headquarters ACC staff contain the critical compliance objectives that will be the focus of the IG team inspection. These CCOs cover areas in which there could be serious results

# on basics of mission accomplishment

— such as injury or death, major litigation potential or significant adverse impact to the unit's mission — if Air Force guidance is not properly followed.

The biggest change involved in the UCI process is that there is no overall grade assigned fol-

units with missions involving nuclear weapons. This inspection is mandated by law and will be essentially unchanged. The NSIs for the five applicable units will remain on an 18-month cycle and will be conducted in accordance with Technical Order 11N-25-1,

to slip into a “valley” afterwards because everyone knew the IG wouldn't be back for four years.

Under the new command approach, units will be scheduled for inspections based upon a multitude of factors, not just how long it's been since the

last inspection. Inspections will normally be conducted in the “training period” approximately two-to-nine months prior to the AEF vulnerability period. This way, inspections will not conflict with the “spin-down” period immediately following an AEF deployment or the “spin-up” period immediately prior to a deployment.

The inspection process is an important part of the way

ACC “organizes, trains and equips” its units to do their missions. But just as the units are changing the way they do business in the new era of EAF, the IG is changing as well.

In the end, all this change is designed to reinforce that our mission in peacetime is to train for combat, not for the IG inspection ... and everyone should understand there is no higher inspection recognition than to have your unit rated Combat Ready. ♦



**Master Sgt. Steve Wyatt (left) of the ACC Inspector General Office looks over technical orders with Staff Sgt.**

**Alonzo Coleman during a recent ORI at Barksdale Air Force Base, La.**

lowing the inspection. Each of the evaluated critical compliance objectives is rated as either “complies,” “complies with comments” or “does not comply” with the applicable guidance. The inspection report will provide one of those ratings for each applicable CCO.

There are more than 700 total CCOs across the command, but not all of them apply to every unit. Units are inspected only on their applicable CCOs.

The NSI applies to those

*DoD Nuclear Weapons Technical Inspection System*, and Air Force Instruction 90-201, *Inspector General Activities*.

Inspection scheduling has also undergone significant changes. Units used to be scheduled for most inspections on a four-year cycle. Often this led to a “peaks and valleys” approach to training, exercises and inspections. Oftentimes units would find themselves working like crazy for six months to a year to prepare for the ORI team, only

# Fraud in the Air Force

Recent investigations  
by the Air Force Office  
of Special Investigations

**Maj. Steve Murray**

AFOSI/PA DSN 857-0989

## Environmental Violations

**Subject:** Department of Defense subcontractor

**Synopsis:** A sub-contractor hired to perform asbestos abatement in an Air Force building failed to adhere to the requirements of the contract and the Clean Air Act. Improper removal can release airborne particles of asbestos, an insulation material, into the air, which, if inhaled, could possibly

result in cancer. An investigation into the allegation resulted in a civil settlement by all parties concerned.

**Results:** The contractor agreed to pay the Air Force \$50,000.

## Voluntary Disclosure

**Subject:** Department of Defense avionics contractor

**Synopsis:** A contractor made several disclosures to the Department of Defense Inspector General concerning their failure to perform specific tests on parts used in certain fighter radar systems and the mischarging of

labor costs on the affected contracts. The contractor was accepted into the Department of Defense Voluntary Disclosure Program. Subsequent investigations resulted in a civil agreement with the contractor.

**Result:** The contractor agreed to pay the United States the gross sum of \$2,113,000.

## Larceny by Fraud

**Subject:** Former military dependent

**Synopsis:** A former spouse of an active-duty military member, who

illegally retained her dependent identification card, cashed over \$10,000 in worthless checks at several different Army and Air Force Exchange Service facilities. The ensuing investigation revealed 20 different Social Security numbers had been used to cash 34 checks totaling \$11,414.22.

**Results:** The former dependent spouse was convicted, fined \$200 and ordered to pay \$13,985 in restitution.

## False Claim

**Subject:** A major Department of Defense avionics contractor

**Synopsis:** During settlement negotiations with the Department of Justice on a prior civil suit, a Department of Defense contractor misrepresented the cost of testing of avionics parts, which resulted in the settlement being far less than the actual damage incurred by the government. A subsequent civil suit was filed identifying this discrepancy. A second investigation disclosed the true cost of testing the avionics parts and resulted in an additional recovery of government money.

**Results:** The contractor entered into a second civil settlement with the government and agreed to pay \$2,432,000. The individual who brought this information forward received an award of \$474,240. ♦

The Air Force Office of Special Investigations investigates all types of fraud perpetrated against the government. Through our fraud investigations program, we help ensure the integrity of the Air Force acquisition process. These investigations typically involve contractor misrepresentation during the process of procuring major Air Force weapon systems. Our focus is to maintain an effective fighting force by deterring contractors from providing

substandard products and services, and to recover government funds obtained fraudulently. We also make significant contributions to flight safety and help protect critical Air Force resources. Other types of fraud we investigate involve military and civilian members who have been caught cheating the Air Force. Mutual command and OSI support, coupled with teamwork, is essential for successful prevention, detection and neutralization of fraud.



# Recent Audits

Mr. Ray Jordan AFAA/DOO

## Air Force Gold Program

Base flying wing personnel needed to improve the management controls over the Air Force Gold Program. This program is designed to optimize mission capability and reduce total materiel costs using either base or contractor repair of expendable and recoverable aerospace parts and equipment.

Audit personnel made 18 recommendations, including the following five: receiving item manager approval before requisitioning items from the Defense Reutilization and Marketing Office; obtaining proper theater clearance for travel to screen DRMOs in Europe; establishing formal Standard Base Supply System accountability and control over assets; performing and documenting contract oversight of supply and repair operations; and verifying Job Responsibility Determination Statements for the Innovative Development Through Employee Awareness (IDEA) Program.

Management's timely corrective actions should help improve both management controls and

asset accountability over items repaired under the Air Force Gold Program. (*Report of Audit DE000004*)

## Materiel Control Assessed

AFAA assessed the controls over 1,353 equipment items valued at more than \$87 million, four supply points with assets valued at over \$2.2 million and five bench stock accounts valued at \$372,000.

While management effectively safeguarded and accounted for equipment items, supply point and bench stock assets, auditors found that five equipment items valued at almost \$1 million were on hand but not authorized.

Management took prompt action during the audit to correct this problem.

Also, the auditors noted that "dead stock," or bench stock items with no demand, represented 47 percent of the bench stock's total value. Again, management took prompt action and shop personnel began to return all unused bench stock items after verifying the parts were not required.

This audit demonstrated great teamwork between audit and man-

agement. (*Report of Audit WP000004*)

## Accounting and Finance Cash Controls

Comptroller personnel at an Air Combat Command installation did not properly document \$1,272,500 of daily cash transaction entries. For example, advances of \$730,100 from the deputy disbursing officer to the cashier were not recorded on the Statement of Agent Officer's Account (DD Form 1081), as required.

Also, wing personnel did not perform two required quarterly cash verifications and did not effectively accomplish a third.

Specifically, cash verification team personnel inaccurately reported that \$133,021 was verified. Further, these personnel certified that this amount was on the daily accountability statement, even though the team's supporting schedules showed they verified \$149,332. However, neither of these amounts matched the daily accountability statement.

Prior audits disclosed similar problems at other Air Force bases. As a result of audit's findings, management initiated several corrective actions to improve cash controls and help protect resources from fraud and abuse. (*Reports of Audit EL000017, EL099052, EL099054 and EL099062*) ♦

The Air Force Audit Agency provides professional and independent internal audit service to all levels of Air Force management. The reports summarized here discuss ways to improve the economy, effectiveness and efficiency of installation-level operations. Air Force officials may request copies of these reports or a list of recent

reports by contacting Mr. Ray Jordan at DSN 426-8013; e-mailing to [reports@pentagon.af.mil](mailto:reports@pentagon.af.mil); writing to HQ AFAA/DOO, 1125 Air Force Pentagon, Washington DC 20330-1125; or accessing the AFAA home page at [www.afaa.hq.af.mil](http://www.afaa.hq.af.mil).



# EAGLE LOOKS

The Air Force Inspection Agency, as the principal action arm of the SAF/IG's inspection system, conducts independent management reviews of key issues, programs and processes as identified by senior Air Force leadership. These reviews are called Eagle Looks and each culminates with an extensive written report as well as an executive briefing to key major command, Air Staff and Secretariat leadership. Below are abstracts of the most recent Eagle Looks. For more information or copies of the reports, contact the Eagle Look team chief at the telephone number or e-mail address at the end of each abstract.

## Enlisted Contracting Training

### A team assessed ...

... the effectiveness of the enlisted contracting training program, consisting of the dual track training process, formal training and Acquisition Professional Development Program certification training. This Eagle Look was conducted at the request of SAF/AQC.

### The team found ...

... ineffectiveness of on-the-job training as well as APDP certification OJT not being integrated as a single program. These were the two key findings identified by visits to contracting units at 32 bases and five major commands. Contributing factors included lack of emphasis, inadequate oversight, non-compliance with policy and guidance, and ineffective use of resources. These findings could result in ineffective contingency contracting support and increased contract costs.

### Look out for ...

... identification and establishment of a mission-area champion to manage the ECT process and program, along with a timing and priority road map to be included in the career field education and training plan to link APDP certification and OJT.

**Need to track your unit's training program?** The education and training manager at Kadena Air Base, Japan, briefed the squadron commander weekly on OJT statistics. Additionally, the squadron operating instruction identified sources for training and the squadron had an aggressive rotational training program. Call Staff Sgt. Karen E. Jack at DSN 634-5838 to find out more.

### Want to know more?

Contact Lt. Col. Donald Saunders, team chief, at DSN 246-2881, or Chief Master Sgt.(select) Carlos E. Felix, project officer, at DSN 246-2295.

## Common Avionics System Acquisition Management

### A team assessed ...

... the Air Force's acquisition of aircraft avionics systems and made recommendations to enhance commonality, when practical, in the avionics acquisition process.

### The team found ...

... no integrated Air Force strategy for common avionics acquisition and sustainment after visiting more than 70 organizations and interviewing more than 400 personnel.

... challenges with commonality guidance, advocacy, funding and tools to measure commonality costs and benefits.

... lack of training on commonality requirements generation, acquisition and sustainment.

### Look out for ...

... strategy development to enhance commonality and provide benefits, including reduced life cycle costs, mobility footprint, training requirements, technical orders and non-recurring engineering costs.

**Need a database for tracking multi-platform common items?** The folks at the Ogden Air Logistics Center's F-16 Radar Configuration Management Office integrated F-16 and B-1 common radar system information into a single database allowing for configuration management. Call Mr. Ed Olsen, OO-ALC/LGFMR, DSN 775-4602, for more information.

### Want to know more?

Contact Lt. Col. Dale Balmer, team chief, at DSN 246-1855, or e-mail [balmerd@kafb.saia.af.mil](mailto:balmerd@kafb.saia.af.mil).

# History Brief

## On this day ...

### ... In March

**March 19, 1910:** Orville Wright opens the first Wright Flying School in Montgomery, Ala., on a site that will later become Maxwell Air Force Base.

**March 3, 1915:** Congress approves an act establishing the National Advisory Committee for Aeronautics. NACA is to “supervise and direct the scientific study of flight with a view to (its) practical solution.” The committee, initially given a budget of \$5,000, will evolve into NASA, the National Aeronautics and Space Administration.

**March 1, 1954:** In the Marshall Islands, the United States detonates the first hydrogen bomb.

**March 2, 1965:** Rolling Thunder begins, and Capt. Hayden J. Lockhart, flying an F-100, is shot down and captured in a raid against an ammunition dump in North Vietnam. Lockhart is not released until Feb. 12, 1973.

**March 3 - 13, 1969:** Air Force astronauts Col. James A. McDivitt and Col. David R. Scott, along with civilian Russell L. Schweickart, carry out the first in-space test of the lunar module while in Earth orbit during the Apollo 9 mission. The flight also marks the first time a crew transfer is made between space vehicles using an internal connection.

### ... In April

**April 12, 1937:** Frank Whittle bench-tests the first practical jet engine in laboratories at Cambridge University, England.

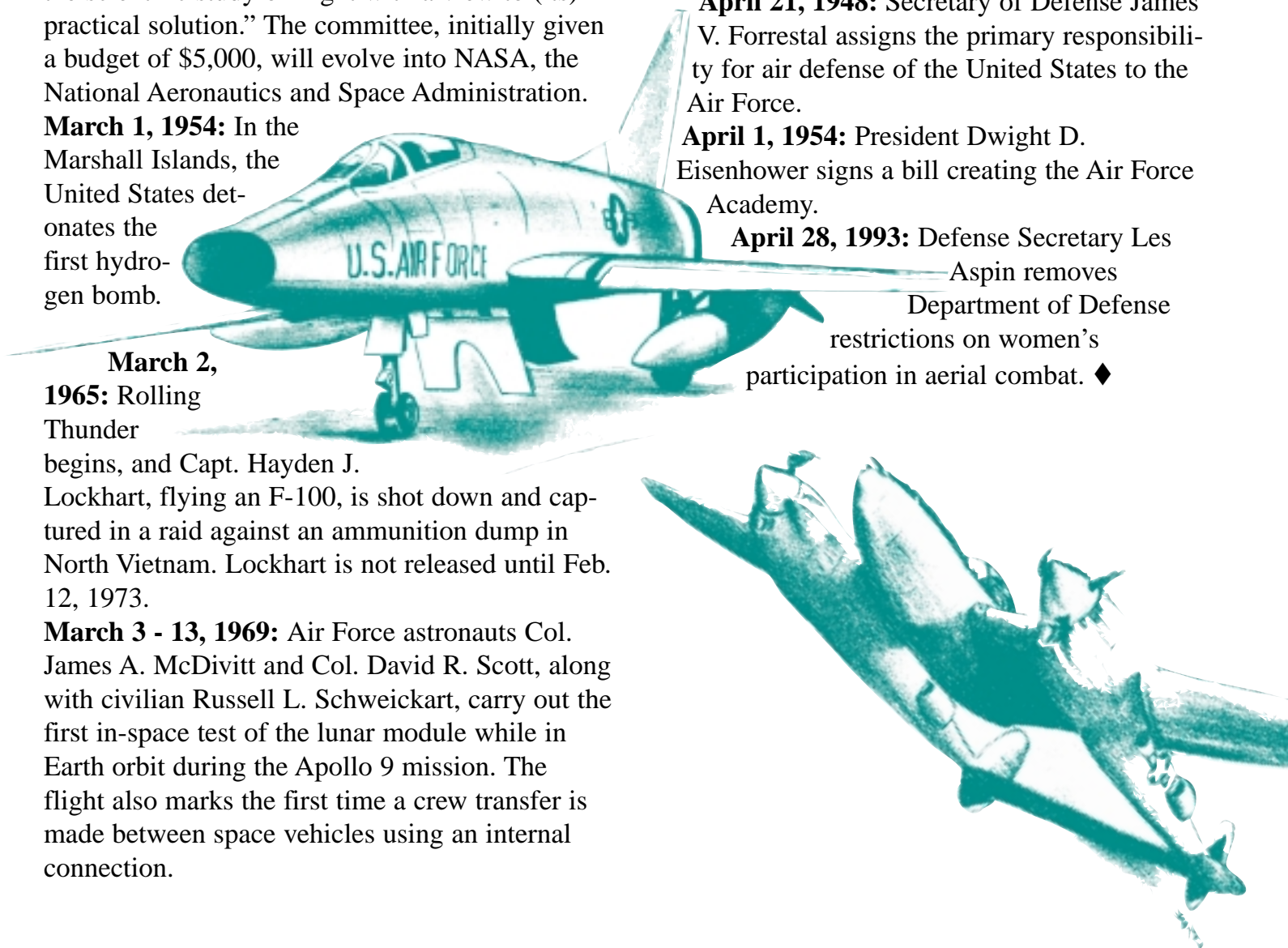
**April 8, 1943:** P-38 pilots from Henderson Field, Guadalcanal, intercept and shoot down two Mitsubishi “Betty” bombers over Bougainville. Japanese Admiral Isoroku Yamamoto, who planned the Pearl Harbor attack, is killed.

**April 14, 1948:** The Air Force Reserve is officially designated.

**April 21, 1948:** Secretary of Defense James V. Forrestal assigns the primary responsibility for air defense of the United States to the Air Force.

**April 1, 1954:** President Dwight D. Eisenhower signs a bill creating the Air Force Academy.

**April 28, 1993:** Defense Secretary Les Aspin removes Department of Defense restrictions on women’s participation in aerial combat. ♦





# TIG Bits

## Lessons, best practices from the field



### Davis-Monthan school has seen the future

The Airman Leadership School at Davis-Monthan Air Force Base, Ariz., has developed a budget projection system that tracks the life span of all their equipment.

The life span projection allows them to forecast and budget for replacement resources up to 10 years in advance. A spreadsheet provides a 10-year view of the equipment's projected life, stratified by location within the school using a color-coded replacement time line, complete with dollar figures.

Spreadsheet users validate the item's cost, adding items

used or subtracting items not used, then entering the quantity of the item required based on its life span. The formulas loaded into the spreadsheet automatically calculate the projected expenditures for the fiscal year, allowing at-a-glance budget forecasting. Budget deficiencies are immediately revealed and lead to creation of an unfunded requirement list.

Several Air Combat Command ALS's have adopted this system for budget forecasting.

*Master Sgt. Daniel Fischer  
e-mail [dan.fischer@dm.af.mil](mailto:dan.fischer@dm.af.mil)  
or dial DSN 228-3054*



# New tool tracks deployability

Medical commanders at Keesler AFB, Miss., have a new tool to track the deployability of their personnel.

The automated medical readiness database is an exportable consolidation of all training information for each member assigned to a mobility billet.

Information in the database includes weapons qualifications, mobility records, medical screening results, medical readiness training status, corps-specific training, medical Red Flag, self-aid and buddy care, medical readiness warehouse inventory and participating National Disaster Medical System facilities.

All medical unit commanders have real-time access to the training status of anyone assigned to a mobility billet, note any discrepancy and collect cumulative data to manage training and SORTS (status of resources and training system) requirements.

*Tech. Sgt. Robert Tash  
e-mail: robert.tash@keesler.af.mil  
or dial DSN 597-6050*



## RAMs butt terrorist threat

At Vance AFB, Okla., the Random Anti-terrorism Measures program has improved the entire base's security atmosphere in all threat conditions.

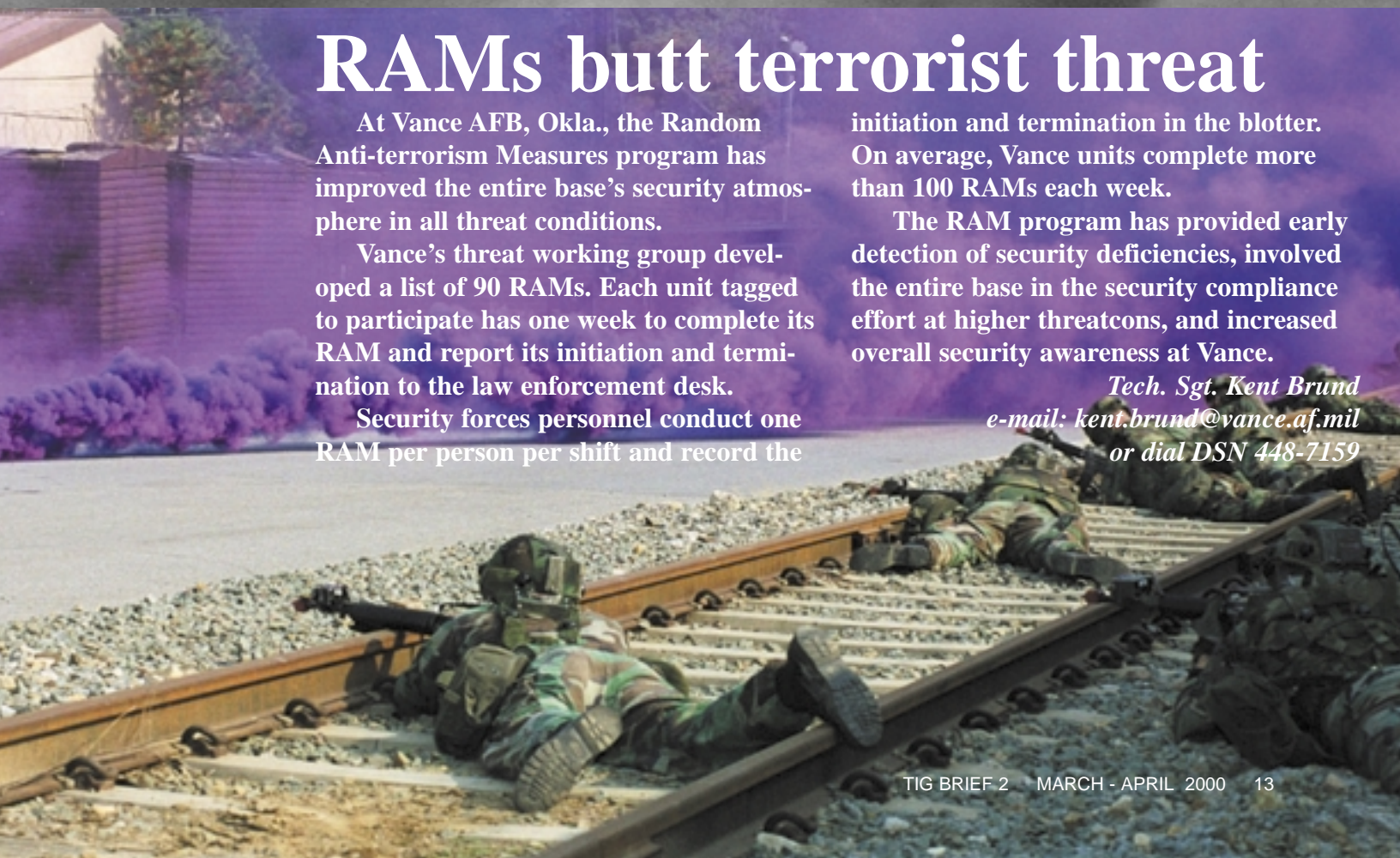
Vance's threat working group developed a list of 90 RAMs. Each unit tagged to participate has one week to complete its RAM and report its initiation and termination to the law enforcement desk.

Security forces personnel conduct one RAM per person per shift and record the


initiation and termination in the blotter. On average, Vance units complete more than 100 RAMs each week.

The RAM program has provided early detection of security deficiencies, involved the entire base in the security compliance effort at higher threatcons, and increased overall security awareness at Vance.

*Tech. Sgt. Kent Brund  
e-mail: kent.brund@vance.af.mil  
or dial DSN 448-7159*







# The New Civilian Performance Program

Mr. John Clendenin TIG Brief Editor DSN 246-1864 clendenj@kafb.saia.af.mil

**F**or many civilians throughout the Air Force, 2000 is a brand new day thanks to a new and improved Civilian Performance Program.

The revised Air Force Instruction 36-1001, *Managing the Civilian Performance Program*, was published July 1, and already about 70 percent of bases have implemented the changes, chief among them an appraisal system that replaces the 20-year-old program, which appears cumbersome and complex by comparison.

Officials hope to see the rest of the Air Force implement the changes soon, pending labor negotiations still ongoing at some locations.

Why the overhaul? Because civilian employees, supervisors

and commanders wanted it, according to David Mulgrew, chief of the Civilian Force Management Division at Headquarters Air Force. They wanted an appraisal program to be simple, understandable and efficient.

Here are the highlights:

◆ A two-level rating system replaces the five levels of the 1980 system. The new acceptable/unacceptable approach is similar to the meets/does not meet officers' system. The old merit promotion appraisal has been retained to differentiate between the quality of candidates.

Easy as it is to understand, the new program provides the information needed for decisions on retention, promotion, awards and assignments.

◆ Written feedback on a prescribed form is now mandatory, ensuring that the job gets done as required by law. Mulgrew regards performance feedback as essential to a good performance management system.

"It also makes the system more personal," Mulgrew said. "A mandatory form facilitates communication between supervisor and employee. It also aligns the civilian system with the military system to make the processes more similar, making it easier for commanders and supervisors."

◆ A progress review involves feedback, given at least once per cycle, on a mandatory worksheet (AF Form 860B) that paints a picture of employees' performance to that

point in the appraisal cycle. If a different form is negotiated locally, that form will be used.

◆ Additional performance elements are now allowed. The U.S. Office of Personnel Management authorized their use back in 1995, but this is the first time it's been incorporated into the AFI.

◆ Raters now must write mission impact statements on GS-14s and 15s for use in GS-15 screening boards. The nine-line bullet statements replace the full-page justification for all employees. The Air Force points with pride to this true reduction in paperwork, from three million to a mere 40,000 written lines.

"At these grade levels, contri-

butions will impact the mission and organization," Mulgrew said. "These statements document those accomplishments and will serve as a written record that will be used in GS-15 screening boards, much like the military command screening boards."

Mulgrew said that the screening board is being prototyped in the personnel and financial management career programs. The board is linked to an Air Force leadership-approved concept of using screening boards as part of a larger initiative to revise the way senior personnel are selected and developed.

At bases where the new program has been implemented,

everyone should already have a good grounding on the new program. In the second half of '99, the Air Force filled cyberspace with all kinds of educational material, including a computer slide presentation, a policy letter and a public affairs plan, all designed to anticipate questions and provide important program information.

One more thing: the new civilian appraisal system bears more than a passing resemblance to the military's, and that's no accident. While the Air Force preserved the important differences between the two, the goal was to meet the requirements of not just the military, not just the civilian, but the Total Force. ◆

## What's New?

- ◆ Two-level rating system
- ◆ Mandatory written feedback
- ◆ Progress review
- ◆ Added performance elements allowed
- ◆ Mission-impact statements for GS-14s and 15s

## Medical Issue

**T**he Air Force literally has a license to regulate itself when it comes to radioactive material.

Oversight of this license, which is granted by the Nuclear Regulatory Commission (NRC) is the responsibility of the Air Force Radioisotope Committee (RIC), based out of Bolling Air Force Base, D.C. Examples of items that fall under this license are chemical agent monitors and detectors, portable density gauges and nuclear medicine facilities, to name a few.

Even though the NRC gives the Air Force an all-encompassing license to mind its own matters, the NRC still has the authority to inspect everything involving Air Force radioactive materials. However, units are more likely to be visited by the Air Force Inspection Agency (AFIA), which is charged with carrying out the inspections.

How often a unit is inspected depends on the type of permit it has for maintaining and using radioactive material. A code number (either 1, 2, 3, 5 or 7) on the cover letter of each unit's permit stands for the periodic inspection interval in years. So it's every year under a broad-scope permit and every seven years for things such as chemical agent detectors and monitors (CADs and CAMs).

Also, all new permits must be inspected within a year of issue, including those permits covering an item that hasn't even arrived on-base yet.

Inspections are almost always no-notice, a standard practice of the NRC.

If you're in a high-traffic area,

expect a truly no-notice inspection. If you're out in the boonies, generally you'll get a call about a week in advance. AFIA wants to make sure all the parties they need to see are there before committing limited travel funds.

Typically AFIA will conduct about five permit inspections a week, usually in a broad geographical area.

Depending on the permit, the inspection lasts from an hour for a no-material chemical agent detector inspection to four days for a broad scope license. Inspections of most RAM permits (3, 5 and 7 for such sites as precision measurement equipment labs) usually take two to three hours.

AFIA usually gives a quick inbrief with the permit radiation safety officer (RSO), runs the inspection from the checklist, interviews users and the permit holder, looks at operations if ongoing, writes the preliminary report and gives a quick outbrief.

Depending on the schedule and problems that might have been found, AFIA may just brief the permit holder and hit the road, or conduct a more formal briefing, including the commander. The goal is to accomplish the mission while minimizing the impact on unit operations.

Normally an inspector will leave a one- to three-page preliminary report upon departure. The report has permit data and lists who was interacted with, followed by a narrative of both good areas and areas that need improvement, along the lines of the specific checklist used by the inspector. This is followed by a specific list of notices of violation (NOV), if necessary.

# RAM

## RADIOACTIVE MATERIAL INSPECTION



Maj. Scott Nicholson HQ AFIA

Units with permits for such devices as hand

The number of NOV's determines the overall rating for the permit. The standard five-tier rating system applies: outstanding, excellent, satisfactory, marginal and unsatisfactory. An exception to this is new permit inspections involving no material; the permit holder automatically gets a "no material" rating.

Here are the most important things to do before an inspector shows up unannounced:

- **First, read the permit.** If there's anything not understood, call the RIC at DSN 297-4313 or commercial (202) 767-4313.
- **Get a copy of the checklist** used





W/SGO DSN 246-2610 nichelss@kafb.saia.af.mil

Handheld chemical agent detectors are among those subject to no-notice inspections.

to inspect you. It's available at [www-afia.saia.af.mil](http://www-afia.saia.af.mil). This is an open book test, just like any other inspection.

Then concentrate on these big issues:

- **Management.** Make sure inventories are timely and contain all the information required in your permit. Brief the commander at least annually and document it. Make sure the RSO has the qualifications needed and is appointed in writing by the commander who owns the permit.

- **Transportation.** The number one NOV is for failure to obtain receipt documentation or proper trans-

portation surveys. If you shipped and accepted a package according to U.S. Department of Transportation rules, can you demonstrate that you met the contamination requirements? So keep those "swipe" results handy and always get a receipt or a memo from the folks you shipped the stuff to. A Federal Express receipt is fine if you used that shipper.

- **Radiation survey.** The most common fault is to do a radiation survey but not demonstrate that the 100 millirems was met. That's the dose limit to the general public. If you have

portable gauges (Troxlers, X-ray fluorescence devices, CADs and CAMs), excellent examples are found in NUREG 1556, *Consolidated Guidance About Materials Licenses*, Volume 1, Appendix I. You can find this on the NRC's web page, [www.nrc.gov/NRC/NUREGS/SR1556/V1/index.html](http://www.nrc.gov/NRC/NUREGS/SR1556/V1/index.html).

Along those lines, make sure you have adequate justification for keeping folks off the dosimetry program. Obviously if you meet the general public dose limits, you satisfy the no-dosimetry requirements. Don't just say past dosimetry results have shown you don't need dosimetry.

- **Calibration.** Keep those calibration records for those survey meters that you do your surveys with. If you did your public dose assessment in 1998, that's fine, but don't throw away the calibration record of that instrument when you get it recalibrated. Also, record all the pertinent information. AFIA reports seeing at least three surveys in recent years with no calibration dates or serial numbers recorded in support of the 100-mrem annual dose requirement.

You can ace your next inspection by avoiding these simple pitfalls. ♦





# The Return of

# Self- Inspection

**A tried and true way  
to enhance readiness  
will have its place in the EAF**

**Maj. Jim Kirk   SAF/IGI   DSN 697-0167   [jim.kirk@pentagon.af.mil](mailto:jim.kirk@pentagon.af.mil)**

**T**he Air Force almost threw out the baby with the bath water a few years ago when it dropped Quality Air Force Assessments and Unit Self-Assessments.

QAFAs and USAs may have been the bath water, but the baby worth saving was the unit self-inspection. Unfortunately, when all references to QAFAs and USAs were eliminated from Air Force Policy Directive 90-2, *Inspector General — The Inspection System*, so were all references to self-inspection.

Inspectors general at the major command level faced a dilemma over the past few years. The faster operating tempo has narrowed the window of assess-

ment opportunity. The OPTEM-PO has also diminished many units' ability to prepare for external inspections.

Would it be self-inspection to the rescue? Or would self-inspection remain a victim of the post-QAFA "splurge 'n purge?"

Fortunately, the baby was out of site but not out of mind and the Air Force has decided to resurrect the unit self-inspection.

The Air Force has come to realize that it will have to rely on some form of self-assessment as it transitions to the new performance management construct. Air Force Chief of Staff Gen. Michael E. Ryan in August called the internal assessment concept "a fundamental piece of the new Air Force per-

formance management approach currently being implemented."

The topic of self-inspection stimulated a great deal of discussion at the major command IG conference hosted by The Air Force Inspector General at the Pentagon in November.

A result of the conference is that SAF/IG will reintroduce the concept of self-inspection in the upcoming revision of Air Force Instruction 90-201, *Inspector General Activities*. Units will be encouraged to embrace self-inspection as a complement to scheduled inspections.

This non-intrusive guidance will be tailored to the wing level and will explain the value of self-inspection as a tool to promote



## *New guidance will be:*

- **Non-intrusive**
- **Tailored to wing level**
- **Flexible**

basic unit health. The goal is to give commanders an effective management tool while leaving them considerable flexibility to determine the best way to ensure their organizations' readiness.

A memorable experience in my early career that still serves me well was an additional duty as a unit self-inspection monitor. Although I didn't hold the position for very long before moving up the additional duty "food chain," the confidence I gained from dotting the "i's" and crossing the "t's" made IG visits a lot less nerve-racking.

One of the constants in an ever-evolving Air Force is the need to assess readiness. Assessment methods, known by their acronyms — ORIs, MEIs, NSIs, ERIs, UCIs, QAFAs, USAs and HSIs — may change, but they all complement and replace each other in the quest to effectively and efficiently evaluate unit readiness and regulatory compliance.

Cycles, of course, repeat themselves. The self-inspection concept disappeared as a squadron additional duty, only to reappear as part of performance management.

As a readiness enhancement tool, self-inspection serves commanders effectively. As an inspection preparation tool, self-inspection can be a lifesaver. ♦





# Service by exception

Also known as:  
*Exceptional service*

**H**ow many times have you visited a so-called customer service section, only to find out customer service seemed to be the organization's lowest priority?

The commander of Hurlburt Field's 16th Comptroller Squadron felt that way about his own unit and made sweeping changes to make customer service top-priority. **'We had to do something'**

"Our customer wait times averaged 15 minutes and travel vouchers took three or four days to process and many times weren't even accurate," according to Lt. Col. Roger Bick, 16th CPTS commander. "We knew we had to do something."

The first thing Bick sought to do was change his unit's customer service environment by forming a team to look for "out of the box" solutions. Bick himself was skeptical at first about the offsite brainstorming sessions.

"I worried that all this 'group

hug' time should really have been spent processing vouchers, rather than sitting around a Ouija board of indecision," he said.

But he also knew that if he didn't make bold moves, things wouldn't change.

The solutions ranged from redefining their customer service approach to introducing some simple technology and automation.

## **Service by exception**

The squadron adopted a new approach called "service by exception."

"It's simply this: An automated customer service approach that allows you to understand the real-time demographics of your customer base and tailor a customer service program to meet those needs," Bick said.

Immediate changes involved using some existing computers to set up an automated sign-in system. The base's local area network administrator designed a queuing program enabling customers to

log-in basic information. In return for the basic information, a computer monitor shows them where they are in the waiting line and their estimated wait, based on the last five customers served.

## **Surge capability**

The customer queue is displayed on monitors throughout the squadron, both on ceiling-hung monitors and on everyone's computer via the LAN. If there are four customers waiting, the screen turns yellow; if six, it turns blue; eight, and the screen turns red and flashes. This alerts finance personnel in other sections that customer service needs help *now*. The organization's surge capability automatically kicks in.

Knowing that colonels and chief master sergeants often come in on behalf of their people, special emphasis goes to them. Whenever colonels or chiefs signs in to the system their names are highlighted in red on the queue monitors, notifying customer service personnel



to respond immediately.

An added benefit of the computerized sign-in system is the creation of an instant database that lets supervisors know what services customers require. By identifying trends, supervisors can focus their training on critical areas, enhancing the customer service unit's productivity.

### **Worried well**

The first level of service by exception involves the "worried well," for customers who don't need to see a representative. They're directed to a battery of self-help computers. Customers help themselves to several options, including obtaining copies of Leave and Earnings Statements or looking up housing allowance rates.

According to Bick, this "service by exception" technique diverts 25 percent of their customers, allowing the customer service section to self-generate manpower for customers waiting in the queue.

Enhancements to the customer service lobby include an automatic teller machine, several phones auto-dialed to the Defense Finance and Accounting Service, an online computer which accesses DFAS and other pay-related web sites, a copier — and a television set.

### **Next level**

The next level of service by exception is aimed at "counter customers," the majority of customers seen each day, customers whose financial issues require routine, but face-to-face, assistance.

The customer service chief can't witness every transaction at the counter, so a video camera provides an extra set of eyes and ears, recording each customer's counter experience. A monitor installed

above the customer service chief's desk allows for constant observation of the atmosphere in the customer service area.

### **Panic button**

A panic button has been installed at the counter to respond to angry customers. When the panic button is activated, a bell rings throughout the unit, signaling everyone in finance to head for the customer service counter.

"Disgruntled customers soon find they should think twice before losing their temper," Bick said.

### **Critical care**

Those with sensitive issues such as garnishment of wages or court-martial debts are considered critical-care customers. Under the old system customers would have to "tell the whole world" why they were there. The unnecessary disclosure while in line increased the customer's stress.

Now, the emphasis is on reducing the stress level of critical-care customers. They're assisted behind the counter in separate offices with low lighting and soft music, all simple but effective enhancements to the atmosphere, Bick said.

Customer satisfaction ratings are up to 4.8 on a 5 scale, waiting times have decreased from 15 to two minutes, document accuracy has improved, and more than 8,800 man-hours were saved in the first year, according to Bick.

The improvements have not gone unnoticed. The Department of Defense recognized the 16th CPTS as 1998's best DoD Financial Management Project. It also earned the Commander in Chief United

States Special Operations Command Quality Team Award for 1999.

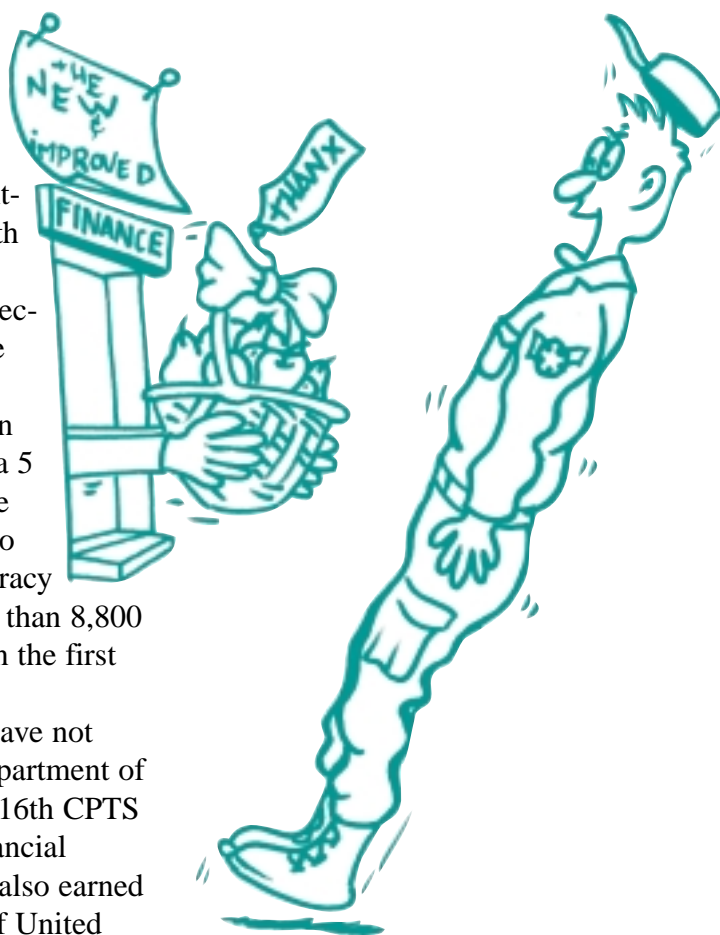
### **More to come**

Bick plans to add more improvements. Future upgrades include an automatic e-mail survey asking how satisfied they were with their visit to finance, an express sign-in just by swiping a coded card and an LES by e-mail option.

### **Getting started**

Total cost of the changes, including labor and hardware, was around \$35,000. To learn more about service by exception, call DSN 579-6419. ♦

— Based on contributions by Lt. Col. Roger Bick and Capt. Carol Kanode, 16th Special Operations Wing Public Affairs.



# IG Profiles

## *Chief Master Sgt. Danny Lee Stover*

**Duty Title:** Chief, Security Force Inspections

**Organization:** Headquarters, United States Air Force in Europe, Inspection Flight, Ramstein Air Base, Germany

**Air Force Specialty:** Security Forces

**Years in IG Arena:** 2 1/2

**Veteran of:** Nuclear surety inspections, functional inspections and NATO tactical evaluations

**Job Description:** Plans, coordinates and conducts inspections of all security force units in USAFE. Evaluates security and defense operations at USAFE's main operating bases, munitions support squadrons and selected NATO main operating bases. Identifies strengths and weaknesses affecting mission readiness, resource security and police services. Supervises inspector activities and briefs USAFE staff and unit commanders on exercise and inspection results, providing recommendations for improvement.

**Hometown:** Lawton, Okla.

**Years in Air Force:** 26 1/2

**Volunteer Work:** Ramstein Area Chiefs Group operations to recognize and support enlisted members and their families in the Ramstein Air Base area.



## *Lt. Col. Ronald Mittenzwei*

**Duty Title:** Chief, Operations Division and Team Chief

**Organization:** Headquarters United States Air Force in Europe Inspector General, Ramstein AB, Germany

**Air Force Specialty:** F-16 pilot

**Years in IG Arena:** 1 1/2

**Veteran of:** Nuclear surety inspections, functional inspections (USAFE unit compliance) and NATO tactical evaluations (in lieu of operational readiness inspections for USAFE fighter units)

**Job Description:** Responsible for the USAFE IG's Operations Division, which includes flying operations, command and control, safety, logistics plans and intelligence. IG staff coordinator on USAFE actions that relate to operations. Primary team chief on USAFE IG inspections, leading teams of up to 140. Office acts as Air Force representative at NATO tactical evaluations, protecting Air Force interests during semiannual policy meetings.

**Hometown:** Jonesboro, Ga.

**Years in Air Force:** 21

**Volunteer Work:** Worked with elementary school on various activities and assisted with various morale activities for his directorate.



## TIG Bird

### *The special ops star of century 21*



An MV-22 flies past the Lincoln Memorial.

If you expect the next century to look a lot different from the last one, look no further than the V-22 Osprey. It's as different as can be from its predecessor, the MH-53 Pave Low helicopter. The first edition of the Air Force version of the tilt-rotor aircraft, the CV-22, is scheduled for completion in May. The Air Force will procure 50 beginning in 2001, with the first deliveries in 2003 and operational capability expected in September 2004. The Air Force Osprey will have all-unique systems, including a suite of integrated radio frequency countermeasures and larger fuel capacity than its counterparts from the other services. Those modifications will make the Air Force version the star of special operations in century 21. For more, go to [www.amarillo-tx.com/bell](http://www.amarillo-tx.com/bell) and [www.af.mil](http://www.af.mil). ♦

# *A repository of lessons learned*

## **http://afkm.wpafb.af.mil**



## **Sharing Relationships**

AFKM has thus far established sharing relationships with:

- ◆ Acquisition Process Division, Aeronautical Systems Center
- ◆ Air Force Communications Agency
- ◆ Air Force Inspection Agency
- ◆ Air Force Manpower and Innovation Agency
- ◆ Air Force Operational Test and Evaluation Center
- ◆ Air Force Safety Center
- ◆ Lockheed Martin Tactical Aircraft Systems Product Support Center
- ◆ Plans and Programs, HQ AFMC

**A**ir Force Materiel Command answered the mail when they created the Air Force Knowledge Management web site, a lessons-learned repository and a portal to resources.

The Air Force Inspection Agency and the General Accounting Office have often pointed to the need for an “overarching and universal” lessons-learned program to document and apply the knowledge of experience to current and future projects, programs and systems.

The answer is AFKM, a portal to all categories of knowledge, including virtual education and training, consulting resources, lessons learned and best practices, learning histories and business areas, as well as weapon systems, programs and processes.

AFKM enables information to be shared to meet mission requirements.

Conceived as an Air Force lessons-learned database, AFKM emerged when Robert E. Mulcahy, AFMC’s deputy director of requirements, shifted the focus to knowledge sharing.

“Our goal is to operationalize quality by providing tools to leverage the vast amounts of knowledge residing in desk drawers, file cabi-

nets and the minds of our work force,” said Randy Adkins, AFKM program manager. “Removing barriers to knowledge flow through the use of technology can increase information sharing, collaboration on new ideas and empower our work force to put these ideas into action.”

The web site promotes a sharing culture by being a portal to “multiple, but selected knowledge sources,” Adkins said.

AFKM emphasizes building partnerships for sharing information to meet the needs of the Air Force, according to Adkins.

Knowledge management is “the strategies and processes of identifying, capturing and leveraging knowledge and expertise within an organization,” according to the American Productivity and Quality Center.

“If knowledge is power, access to knowledge provides the route to organizational success,” Mulcahy said. “AFKM provides the conduit to selected and relevant knowledge sources to create a sharing organization.”

Stop by the web site to share your knowledge, to partner or to get more information about how AFKM can work for your organization. ◆



# Barba noses past competition to become illustrator for TIG Brief magazine

Tech. Sgt. Steve Barba, a would-be magazine illustrator, is now a real illustrator — for us.

Barba beat out a strong field of artists, cartoonists and other pretty amazing people to win a place on our masthead as the one who supplements our editorial content with visually swell stuff.

Barba is a bomber crew chief — for 15 years on the B-52 Stratofortress and the last four on the B-1 Lancer. He's assigned to the 28th Bomb Wing's 37th Bomb Squadron at Ellsworth Air Force Base, S.D.



Barba does it all, from drawings of aircraft to paintings on aircraft, like this tiger ripping its way out of a B-1.

## PUT YOURSELF BACK ON THE MAP

Remember:  
You're only  
as smart  
as your last  
TIG Brief.

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